



Small Businesses Register at SBE Trade Fair



Participants listen to Presentations on business opportunities

2012 SBE Annual Report



Small Business Display and network at SBE Trade Fair



SBEs attendees at SBE Trade Fair

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I. Executive Summary

In 2012, the beginning of a cultural change initiative came into fruition with department's engagement at every level supporting the Council adopted Small Business Enterprise Program. The Council's action in June of 2012 to enact legislation which modified the SBE Program by changing program goals, increasing subcontracting outreach participation goals in every category and allowing budget specific items of OPEN Cincinnati to be implemented, resulted in the institutionalization of the SBE Program.

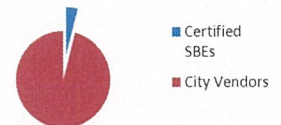
Never before had individual departments held additional outreach events targeted at Small Business Enterprises beyond what was customarily conducted only by the Office of Contract Compliance. However, the City experienced departmental SBE outreach events in 2012 where the Department of Community Development and the Department of Transportation and Engineering held separate outreach events in addition to the SBE Trade Fair coordinated by OCC. In addition, Department Directors began creating SBE strategies identifying potential SBE expenditures which had never historically occurred.

The City's organizational momentum and commitment to our local certified SBEs keep growing and developing getting us closer to reaching our SBE goals of 30% construction, 15% professional services and 15% supplies/services. The City fully recognizes that SBEs are the backbone of our economic fiber. That is why in 2012 the City's expenditures with certified SBEs was \$34.2 million or 30.1% in construction; \$3.9 million or 13.5% in the professional service category and \$3.4 million or 8.2% in supplies/services category. This equals an overall SBE spend of \$42 million or 22.6%. This is significant since certified SBEs only represent 4% of all City vendors.

Goal attainment is based on the City's Hamilton County expenditures with certified SBEs, because the City's geographical base for the SBE Program is Hamilton County. While the SBE's Program geographical base is Hamilton County, based upon Council's request, expenditures are also reported with companies with a fixed office located in Cincinnati. Please note that the breakdown between Cincinnati and Hamilton County is zip code based and not street address based for various reasons. For example, some businesses when registering only provide P.O. Boxes and due to individual human error the GIS system does not map some addresses provided by vendors in the Vendor Self-Service system. Also note that some zip codes are dual with neighborhoods outside of Cincinnati and neighborhoods within the Cincinnati jurisdiction, e.g. 45237 is a zip code for Bond Hill, Roselawn and Norwood. So, the reporting for Cincinnati jurisdiction is not necessarily pure.

The City Council's adopted SBE Program is a race- and gender-neutral program. This means there are no established goals for minority- or women-owned businesses. The targeted group for the City's SBE Program is small businesses that meet the definition of *small* as established by the federal government. Small businesses can be majority owned, minority owned and female owned businesses.

**certified SBEs to all
City vendors**



II. OPEN Cincinnati Task Force

In March of 2009, Mayor Mallory created the OPEN Cincinnati Taskforce to review the City's SBE Program. Open Cincinnati was a collaborative effort between the African American Chamber, Hispanic Chamber, Cincinnati USA Regional Chamber, the Urban League of Greater Cincinnati, minority business owners, the faith-based community and inclusion experts. The group's mission was to make specific and practical recommendations for short and long-term changes to the City's SBE program aimed at achieving substantive participation of minority and women owned SBE firms.

On June 8, 2009 the OPEN Cincinnati Taskforce presented a final report of recommendations outlining strategies to improve the City's Small Business Enterprise Program. The key recommendations presented by the Taskforce included:

Accountability - Increase the focus and accountability of the SBE Program by increasing management accountability, internal and external oversight, and improved tracking and reporting.

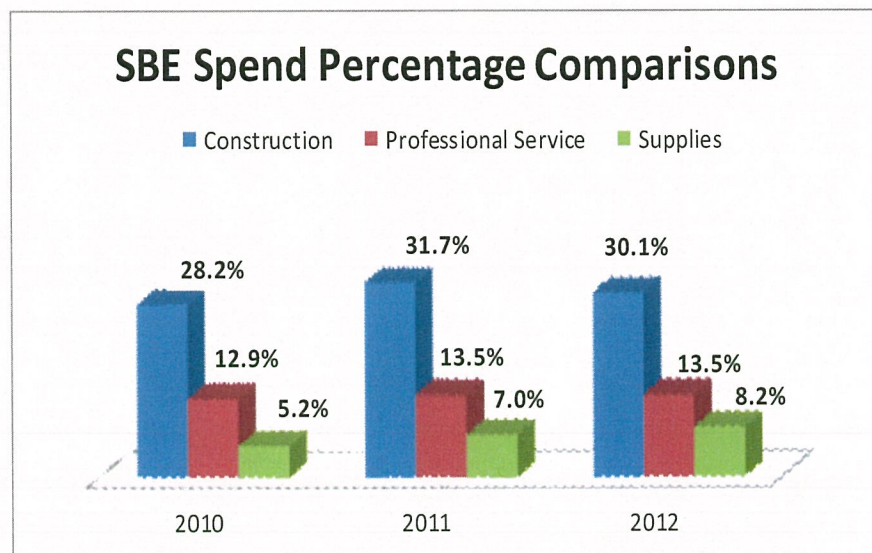
Clarification – Clarify the program requirements, total city spending with spending goals and targets by departments and provide visible leadership.

Improvement – Increase real opportunity for SBE and minority participation through an improved and innovative program design enabling better communication and goal setting.

Outreach – Enhance outreach effectiveness by partnering with community groups to better leverage existing assets and support staffing and compliance activity.

For a view of the full listing of recommendations see Appendix A.

In October 2011, City Council passed an ordinance for the City to contract with a consultant to assist the City in implementing the remaining items of OPEN Cincinnati. The contract agreement was executed in December 2011 and the work of the consultant began in January 2012. Since the adoption of OPEN Cincinnati and contracting with an outside consultant, there has been a percentage increase in funds being spent with certified SBEs in the various categories.



III. SBE Policy

The City Council adopted a Small Business Enterprise Program in 1999 with Ordinance No. 335-1999. The City's targeted group for the SBE Program is Small Business Enterprises. Small Business Enterprises (SBEs) can be majority owned, minority owned and/or women owned businesses. Eligibility is based on the businesses meeting the definition of small as defined by the federal government's definition of small in 13 C.F.R. Section 121.103 inclusive of any affiliates. Based on the type of industry, the size standards are set by the gross revenues or number of employees averaged over the past three years. In addition to meeting the size standards, the applicant for City certification must have been in business for at least one year; the personal net worth of each business owner cannot exceed \$750,000; the firm must have a fixed office in Hamilton County for one year prior to application, and the firm must perform a commercially useful function. Also, the business must be certified by the City of Cincinnati for the participation to be counted.

The City Council adopted SBE Program is a race- and gender-neutral program. Since the City's legal inclusion program is race-and gender-neutral, there are no set goals for Minority Owned Business Enterprises (MBE) or Women Owned Business Enterprises (WBE). Any information (regarding race and gender) provided by the business to the City through the SBE application is provided voluntarily. Information provided voluntarily on race and gender is not verified nor confirmed. While the City does not have any targeted goals based upon race and gender, it tracks and reports the dollars that it spends with MBEs and WBEs (who have voluntarily provided race/gender information of the business owners through the SBE certification process). Please note that not all minority or women owned businesses that conduct business with the City go through the certification process. Therefore all spend with MBEs and WBEs is not captured in the SBE report.

Due to the fact that the City Council adopted SBE Program for Cincinnati is a small business program, the established goals or the targets are only set for certified Small Business Enterprises or SBEs. The SBE goals are as follows: construction – 30%, professional services and supplies/services – 15%. Again, SBEs can be majority owned, minority owned and/or women owned businesses.

IV. 2012 Certifications

Certification is a process that authenticates a company as bona fide by the reviewing of documentation (business taxes, business registrations, bylaws, operating agreements, buy/sell agreements, marketing material, resumes of owners, etc.) The City has four SBE certification applications: Self-certification application, Streamlined certification application, Full certification application and Renewal applications. The City's self-certification application is for micro firms that contracting practices are less than \$50,000. The Streamlined application is new and was adopted in June of 2012. It allows firms who have been certified through the State's EDGE Program or the Small Business Administration's 8(a) program to seek a streamlined process through the City. Both the Self-cert and the Streamlined SBE applications are quick and easy and require minimal paperwork. Unlike the Self-cert, there is no maximum amount tied to the streamlined application process. Third, the Full certification application requires substantial documentation with the application. The Full certification application does not have a maximum or minimum threshold amount for SBE participation to be counted. The Full certification application can take up to 90 days. Last but not least, prior to expiration, there is a renewal application process.

SBE certification is for two years, and it is free. Certified companies are notified (via email) about 60 days prior that their certification is due to expire. Companies seeking to recertify must complete a renewal application and submit updated information to the City prior to the expiration date.

The City received 239 SBE applications in 2012 (46 Full certification applications, 107 renewals, 51 Self-certification, 21 Self-certification on-line applications and 14 streamlined applications). The applications processed in 2012 are as follows: 23 Full applications were certified, 99 renewal applications were certified, 65 Self-certification applications were certified, and 9 streamlined applications. Not all applicants were certified. Twenty-nine applications were returned incomplete, 10 applicants were denied and 4 applicants are pending and in need of additional information. The City is also responsible for certifying for the Banks Project and the Banks SBE Program is a different Program. There are currently 29 Banks certified SBEs.

The year end's count of certified SBEs was 458. This is an increase of 9.2 percent compared to end of year 2011. The total number represented also includes the companies specifically certified for The Banks Project. Although, the City encourages small businesses to get certified, certification is not a requirement to do business with the City.

Registration is a requirement for a company to do business with the City. Vendor registration and SBE certification are two separate and distinct processes handled by two separate City agencies. Registration is administered by the Purchasing Division of the Finance Department and certification is administered by the Office of Contract Compliance, of the City Manager's Office. Registration is needed (for tax purposes) in order for the City to make payments to a company. Registration also allows vendors to receive information from the City's Purchasing Division on upcoming opportunities.

The City's Office of Contract Compliance, a division of the City Manager's Office administers the SBE Program and certifies eligible businesses in the SBE Program. The Contract Compliance Officer makes determinations surrounding several areas of the SBE Program: eligibility for certification, noncompliance relating to contract terms and grounds for revoking certification. Businesses may appeal certification decisions to the Contract Compliance Advisory Board (CCAB). The CCAB is appointed by the City Manager and hears appeals of firms denied certification or determined noncompliant. Based on the findings in an appeal hearing, the CCAB will provide a recommendation to the City Manager confirming, modifying or reversing the determination made by the Contract Compliance Officer. The City Manager has the final authority regarding such matters.

V. 2012 Outreach Highlights

The Office of Contract Compliance (OCC) uses various mediums to publicize the SBE Program. This involves participating in public speaking engagements, workshops, attending and giving trade fairs, matchmaking and networking events. It also entails publishing a biannual newsletter, producing a television program and periodically using social media. These measures are implemented for the purpose of successfully recruiting businesses into the SBE Program; to inform on City's procedures; to provide training in needed areas for business growth, success, and efficiency; to release information on City programs and non-City resources that may be of assistance to small businesses, and advocating for small business to get City contracts. The Office of Contract Compliance partners with many organizations: the Regional Chamber, African American Chamber of Commerce, the Small Business Administration, the SRL Consulting, Inc.'s team, Hamilton County and Ellington Management Services (to name a few) in coordinating some of the public relations activity.

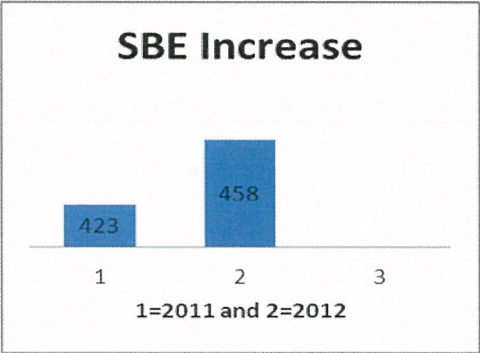
Invited by the State of Ohio, OCC was an exhibitor at the Ohio Business Match Maker annual event in first quarter of 2012. OCC was able to give information out regarding the City's SBE Program to about 100 businesses. Also in first quarter of 2012, the OCC produced television program *Government and Small Business* provided vital information to, for and about small businesses. The topics covered in first quarter highlighted the Urban League's Small Business Development Center, information on the pros and cons of bonding and March show provided information on taxation for various business structures.

In second quarter 2012, outreach entailed OCC holding its biennial trade fair at the Duke Energy Center. We partnered with the African American Chamber, the Regional Chamber and SRL Consulting, Inc. in pulling this dynamic trade fair together. There were over 300 people in attendance. Also in the second quarter, OCC was invited by the US Environmental Protection Agency and the Procurement Technical Assistance Center to participant as an exhibitor and presenter at its outreach event. Last but not least, *Government and Small Business* television program featured several small businesses allowing them free marketing to potential clients/customers and the City of Cincinnati. Six companies were provided this opportunity.

The third quarter was also filled with meaningful activity. OCC along with Hamilton County and Ellington Management Services held a Banks Project outreach event to provide a status update on the development and to inform on upcoming bid requests. In August, OCC, SRL Consulting, Inc.'s team and the Department of Transportation and Engineering coordinated outreach events highlighting street/roadway projects in the making and encouraging companies to network for SBE inclusion. Also in August, OCC presented at the U.S. Small Business Administration seminar on bonding and other local resources. In addition, there were internal training sessions led by OCC and the Purchasing Division of Finance to departmental purchasing buyers and SBE liaisons. OCC also presented at a certification workshop coordinated by the African American Chamber of Commerce. Last but not least, the guest on OCC's produced television programming, *Government and Small Business* included Larry Gripp of the Goering Center which serves as a resource to family owned businesses and Steve Love of SRL Consulting, Inc. a consultant assisting with the implementation of OPEN Cincinnati.

Things did not slowdown in fourth quarter for OCC. SRL Consulting, Inc. and its team planned and coordinated four additional small outreach events titled Coffee and Bagels where OCC took part in personable presentations/discussions and question and answer sessions to small businesses seeking contract opportunities with the City. In addition to these outreach events, OCC continued its outreach activity with the television program of *Government and Small Business* and highlighted legislative changes and administrative changes of the SBE Program to its viewing audiences.

It is believed that OCC with its many partners communicated with over 600 companies in 2012 about the City's SBE Program. Marketing of this program is done to increase interest in the certification process. The count of certified SBEs and vendors are fluid, but at the preparation of this report there was a 9.2% increase from the year of 2011 certified SBEs to the number certified in 2012.



VI. 2012 City of Cincinnati SBE Spending Report

Attachment I is the City-wide SBE Report and it provides statistics on the City spend with SBEs and non-SBEs. This report includes the expenditures in the three categories of construction, professional services and supplies/services. The report also gives a comprehensive picture regarding the City spend in three geographical areas: Hamilton County, Cincinnati and regardless of location.

Since the SBE Program eligibility criteria is Hamilton County, the determinative boundary when measuring goal attainment must be Hamilton County. Therefore the top chart of Attachment I allows one to decipher how the City is doing in meeting the established goals of 30% construction and 15% professional services and supplies/services.

Please note that the breakdown between Cincinnati and Hamilton County is zip code based and not street address based for various reasons. For example, some businesses when registering only provide P.O. Boxes and due to use of vendor's abbreviations or errors, the GIS system does not map some addresses provided by vendors in the Vendor Self-Service System. Also note that some zip codes are dual with neighborhoods outside of Cincinnati and neighborhoods within the Cincinnati jurisdiction, e.g. 45237 is a zip code for Bond Hill, Roselawn and Norwood. So, the reporting for Cincinnati jurisdiction is not necessarily pure.

Many changes were made in how the City reports on expenditures with certified SBEs based upon the recommendation of the OPEN Cincinnati Task Force which was appointed by the Mayor in 2009 and based upon the requests of City Council. Therefore the Cincinnati Spend table was added and the Regardless of Location Spend table.

In 2012 the City's expenditures with certified SBEs was \$34.2 million or 30.1% in construction; \$3.9 million or 13.5% in the professional service category and \$3.4 million or 8.2% in supplies/services category. This equals an overall SBE spend of \$42 million or 22.6%. This is significant since certified SBEs only represent 4% of all City vendors.

A comprehensive review on the City of Cincinnati's spend can be obtained from Attachment I.

VII. Demographics and SBE Spend (race and gender tracking)

The targeted group for the City's SBE Program is **small** businesses. Small businesses can be majority owned, minority owned, men owned and/or women owned businesses. Information on race and gender is provided voluntarily by businesses seeking certification through the SBE application. The information voluntarily submitted by the applicant on race and gender is not verified nor confirmed by the City since the City Council adopted SBE Program is race and gender neutral.

Since 2009, based upon the recommendation of the Mayor appointed OPEN Cincinnati Task Force, the demographic spend is reported compared to the total SBE spend. This change in reporting reflects more appropriately how the ethnic groups perform within the targeted group of the City Council adopted *Small Business Enterprise* Program.

In 2012, the City's SBE spend with minority SBEs in the construction category was 16.2%, 22.6% spend in professional services and 21.7% spend in supplies/services. The City's SBE spend with women SBEs in 2012 was 25.3% in construction, 34.4% in professional services and 40.7% in supplies/services. The 2012 City's SBE spend with African-American SBEs (the largest minority group in Cincinnati) was 9.6% construction, 22.1% professional services and 21.7% supplies/services.

Detailed tracking of the City's spend with businesses that have voluntarily identified race and gender is delineated in Attachment II.

VIII. Exclusions

Dollars spent by the City that are not considered for SBE purposes include several expenditures that do not occur on a competitive basis. Payments made by the City for personnel salaries, health care cost, tuition reimbursement, judgments, office rents, training, unemployment benefits, etc. are excluded from the SBE report. Additionally, payments made to non profit organizations that receive operating funding, the Cincinnati Public School Board, payments made to other municipalities, payments made to the state and federal governments, etc. are all excluded. In addition, there are object codes within the City's budget coding system that do not fall into the classifications of construction, professional services and supplies/ services, these payments are excluded. The afore-mentioned examples are not exhaustive. The total amount excluded from the SBE report for 2012 is \$366,506,518.68. Please see Attachment III for more information on exclusions.

IX. OPEN Cincinnati

Please see Appendix A for the complete recommendations of OPEN Cincinnati.

X. Metropolitan Sewer District

MSD is a City/County organization with its own separate SBE Program. MSD tracks, monitors and reports on its own SBE Program. The dollars spent by MSD with its certified small businesses is shown separately in Appendix B.

XI. Banks Project

The Banks Project is a partnership development between the City of Cincinnati and Hamilton County. Most of the contracts on this project have been let by Hamilton County. Together, the City and County hired an inclusion consultant to monitor and track the inclusion efforts on this project. The inclusion statistics on the Banks Project from the latest released report can be found in Appendix C.

XII. Department's SBE Reports

Based on the fact that department's are unique in their missions, they are also unique in their purchases and organizational structures. Therefore the goals cannot be treated equally across the board for every department, because the functions of the departments are not equal. For example, some departments should not have construction goals, because their mission does not consist of building facilities, streets, roads, housing, etc. However, all departments make purchases within the professional services and supplies/services categories. Another thing that must be considered is that some departments have big budgets and some have small budgets and make very few purchases.

XIII. Conclusion

The SBE Report serves the purpose of bringing transparency on how the City is making expenditures with certified small businesses. The Council Adopted SBE Program is a race- and gender- neutral Program and the target is **small** businesses that can be majority owned, minority owned and female owned businesses. The goals established are for SBE purposes in construction (a 30% goal), professional services (a 15% goal) and supplies/services (a 15% goal).

Since 2009 with the adoption of OPEN Cincinnati and the City's contract with SRL Consulting, the City continues to improve in our strategies, monitoring and reporting. Change is inevitable and there is more change to come. The change in our fiscal year will have an impact on the scheduling of our reporting.

There has been discussion by City Council and the community at large for a change in the type of program the City may want to adopt in the future. If the City at any time desires to change the SBE Program to a race and/or gender specific economic inclusion program where goals may be established for MBEs and WBEs, it will need to conduct a disparity study to defend such a program as required by the U.S. Supreme Court. A disparity study is not required for race/base neutral programs such as the City Council adopted SBE Program.

In administering this SBE Program, it has been realized that for greater or more sophisticated reporting, tracking, monitoring and oversight sufficient funding will be needed for technological improvements and maintenance. Low budgeted and understaffed agencies for the identified need and/or requests are not conducive to the desired results of best practices in the administering of public economic inclusion programs. Sufficient resources will be needed for whatever Program the City may determine it needs in the future. The City Administration is currently exploring computer software which could improve the SBE reporting function and make the City's SBE spend more accurate and more transparent.

ATTACHMENT I SBE SPEND REPORT



City of Cincinnati SBE Report - Actual Dollars Spent - Excludes MSD Expenditures*
Between 1/1/2012 and 12/31/2012

SBE Spend in Hamilton County				
Category	SBE Spend	Non-SBE Spend	All Spend	Percent SBE Spend
Construction	\$34,216,113	\$79,647,599	\$113,863,712	30.1%
Prof Services	\$3,921,807	\$25,130,856	\$29,052,663	13.5%
Supplies/Services	\$3,374,430	\$37,776,913	\$41,151,343	8.2%
GRAND TOTAL	\$41,512,350	\$142,555,368	\$184,067,718	22.6%

SBE Spend in Cincinnati				
Category	SBE Spend	Non-SBE Spend	All Spend	Percent SBE Spend
Construction	\$22,810,692	\$49,321,439	\$72,132,131	31.6%
Prof Services	\$2,647,887	\$19,487,755	\$22,135,642	12.0%
Supplies/Services	\$2,840,807	\$19,606,990	\$22,447,797	12.7%
GRAND TOTAL	\$28,299,386	\$88,416,184	\$116,715,570	24.2%

SBE Spend regardless of Location				
Category	SBE Spend	Non-SBE Spend	All Spend	Percent SBE Spend
Construction	\$34,216,113	\$110,512,853	\$144,728,966	23.6%
Prof Services	\$3,921,807	\$33,954,109	\$37,875,916	10.4%
Supplies/Services	\$3,374,430	\$75,273,047	\$78,647,478	4.3%
GRAND TOTAL	\$41,512,350	\$219,740,009	\$261,252,360	15.9%

Note: SBE goal attainment is based on percentage of City Certified SBE dollars spent as compared to total dollars spent in Hamilton County.

Non-competitive expenditures and contracts awarded to nonprofits, other government entities and interdepartmental transactions are excluded from the SBE Report

*** MSD has it's own SBE program. It is a dual Hamilton County/City organization and SBE numbers must be obtained directly from that agency. This report does include expenditures for Stormwater, since they go through the City's purchasing division of finance**

ATTACHMENT II SBE DEMOGRAPHIC SPEND REPORT



Demographic Breakdown of City of Cincinnati SBE Spend - Excludes MSD Expenditures*
Between 1/1/2012 and 12/31/2012

SBE Minority/Female Spend in Hamilton County																	
Category	African American		Asian American		Hispanic American		Native American		MBE		White Female		White Male		Undeclared		Total SBE Vendors
Construction	\$3,287,530	9.6%	\$2,252,697	6.6%	\$0	0.0%	\$0	0.0%	\$5,540,228	16.2%	\$8,654,429	25.3%	\$20,013,806	58.5%	\$7,651	0.0%	\$34,216,113
Prof Services	\$868,485	22.1%	\$16,412	0.4%	\$0	0.0%	\$0	0.0%	\$884,897	22.6%	\$1,348,356	34.4%	\$1,685,840	43.0%	\$2,713	0.1%	\$3,921,807
Supplies/Services	\$732,038	21.7%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$732,038	21.7%	\$1,372,283	40.7%	\$1,112,166	33.0%	\$157,943	4.7%	\$3,374,430
GRAND TOTAL	\$4,888,054	11.8%	\$2,269,110	5.5%	\$0	0.0%	\$0	0.0%	\$7,157,164	17.2%	\$11,375,068	27.4%	\$22,811,812	55.0%	\$168,306	0.4%	\$41,512,350

SBE Minority/Female Spend in Cincinnati																	
Category	African American		Asian American		Hispanic American		Native American		MBE		White Female		White Male		Undeclared		Total SBE Vendors
Construction	\$2,042,601	9.0%	\$355,266	1.6%	\$0	0.0%	\$0	0.0%	\$2,397,867	10.5%	\$4,992,815	21.9%	\$15,412,359	67.6%	\$7,651	0.0%	\$22,810,692
Prof Services	\$848,626	32.0%	\$16,412	0.6%	\$0	0.0%	\$0	0.0%	\$865,038	32.7%	\$1,092,117	41.2%	\$688,018	26.0%	\$2,713	0.1%	\$2,647,887
Supplies/Services	\$630,368	22.2%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$630,368	22.2%	\$1,230,991	43.3%	\$821,505	28.9%	\$157,943	5.6%	\$2,840,807
GRAND TOTAL	\$3,521,595	12.4%	\$371,679	1.3%	\$0	0.0%	\$0	0.0%	\$3,893,274	13.8%	\$7,315,923	25.9%	\$16,921,882	59.8%	\$168,306	0.6%	\$28,299,386

SBE Minority/Female Spend regardless of Location																	
Category	African American		Asian American		Hispanic American		Native American		MBE		White Female		White Male		Undeclared		Total SBE Vendors
Construction	\$3,287,530	9.6%	\$2,252,697	6.6%	\$0	0.0%	\$0	0.0%	\$5,540,228	16.2%	\$8,654,429	25.3%	\$20,013,806	58.5%	\$7,651	0.0%	\$34,216,113
Prof Services	\$868,485	22.1%	\$16,412	0.4%	\$0	0.0%	\$0	0.0%	\$884,897	22.6%	\$1,348,356	34.4%	\$1,685,840	43.0%	\$2,713	0.1%	\$3,921,807
Supplies/Services	\$732,038	21.7%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$732,038	21.7%	\$1,372,283	40.7%	\$1,112,166	33.0%	\$157,943	4.7%	\$3,374,430
GRAND TOTAL	\$4,888,054	11.8%	\$2,269,110	5.5%	\$0	0.0%	\$0	0.0%	\$7,157,164	17.2%	\$11,375,068	27.4%	\$22,811,812	55.0%	\$168,306	0.4%	\$41,512,350

This report shows the percentage of the SBE-MBE and SBE-WBE spend compared to total SBE spend, not total City spend. To compare SBE-MBE and SBE-WBE spend to the total City spend may understate the percentages due to additional MBE's and WBE's not being certified SBE's.

Non-competitive expenditures and contracts awarded to nonprofits, other government entities and interdepartmental transactions are excluded from the SBE Report

Companies race/gender status is subject to changes based upon a change in ownership or change in reported information by company.

* MSD has it's own SBE program. It is a dual Hamilton County/City organization and SBE numbers must be obtained directly from that agency. This report does include expenditures for Stormwater, since they go through the City's purchasing division of finance

ATTACHMENT III EXCLUDED EXPENDITURES REPORT



Attachment III Exclusions

Reason	Record_Count	Spend
Excluded Contract	44	\$8,358,764.18
Excluded Vendor	2403	\$77,859,673.68
MISC	1189	\$1,355,655.05
Object Code	1691	\$278,932,425.82

Object Name	Record_Count	Spend	Object
Application	16	\$319,100.77	7643
Automotive By Municipal Garage	14	\$1,409.00	7254
Building And Office Rent	150	\$1,621,925.18	7411
Compensatory Time Used	1	\$2,425.14	7114
Dental And Vision Insurance	51	\$3,678,307.10	7438
Deposits	10	\$979,059.60	2120
Downpayment Assist	58	\$307,223.75	7692
Easements	132	\$387,051.14	7658
Employee Benefits - Noc	12	\$149,210.25	7439
Fees, Taxes, Court Costs	76	\$1,269,813.28	7653
Financing Administration	4	\$10,846.69	7688
Grants & Subsidies	150	\$11,358,293.54	7696
Grants And Subsidies	13	\$7,741,672.32	7449
Health & Welfare-Employer Cont	12	\$1,330,781.25	7437
Hospital Care - Employer Contr	68	\$82,135,376.79	7432
Insurance - Noc	46	\$282,425.90	7429
Judgments - Personal-Claims	2	\$21,000.00	7454
Judgments - Personnel Costs	1	\$32,500.00	7458
Judgments - Property Damage	3	\$29,859.97	7453
Judgments - Property-Claims	104	\$775,692.32	7455
Land Rent	5	\$36,397.00	7412
Notes - Interest	2	\$552,624.33	7721
Payments to Board of Ed.	86	\$4,809,601.29	7473
Payments to Hamilton Co.	1	\$192,426.30	7471
Payments to Port Authority	2	\$4,145,986.00	7472
Payroll - Noc	38	\$39,216.99	7699
Prepayments	10	\$136,148.00	2123
Property Purchase Price	145	\$5,846,728.77	7654
Refunds, Awards, Indemnities	6	\$6,008,035.00	7451
Regular Hours	1	\$50.05	7111
Rehab Loans	120	\$11,549,776.78	7684
Relocation Expense	80	\$231,061.90	7655
Serial Bonds	4	\$2,200,000.00	7712
Serial Bonds Interest	9	\$3,869,847.17	7722
Sewer Revenue Bonds	16	\$42,020,421.67	7717
Sewer Revenue Bonds Interest	16	\$37,464,643.23	7727
Small Business Loans	13	\$606,995.22	7686
State Pension	1	\$19,680.62	7522
Sundry Fixed Charges - Noc	41	\$45,861.61	7459
Taxes	50	\$3,515,804.06	7457

Attachment III Exclusions

Training	23	\$34,629.06	7698
Uniform And Other Allowance	1	\$5,638.00	7433
Water BAB Bond	12	\$3,119,140.89	7729
Water Revenue Bonds	12	\$17,856,518.79	7718
Water Revenue Bonds Interest	12	\$18,263,253.94	7728
Workers' Compensation Ins	62	\$3,927,965.16	7425

Contract #	Contract Agency	Spend	Records
GAE10515X0013	105	\$2,700,000.00	2
GAE23215X7138	232	\$944,373.14	7
PO233111C009016	233	\$319,146.97	8
PO233121C009001	233	\$24,228.05	1
PO233121C009006	233	\$966,326.32	13
PO233121C009007	233	\$3,404,689.70	13

Vendor Name	Spend	Record_Count
ACADEMY OF MEDICINE OF CINCINN	\$2,903.95	8
ADOPT A CLASS FOUNDATION INC	\$4,500.00	2
ALCOHOLISM COUNCIL CINTI AREA	\$15,470.00	4
AMER ARBITRATION ASSN	\$1,350.00	4
AMER RED CROSS-CINTI AREA CHAP	\$553.80	1
Anne Young Packham	\$1,967.00	4
ART OPPORTUNITIES INC	\$5,000.00	1
ARTS & HUMANITIES RESOURCE	\$1,300.00	1
AVONDALE COMMUNITY COUNCIL	\$1,321.98	2
AVONDALE REDEVELOPMENT CORP	\$15,169.50	3
B N R INC	\$73,197.29	25
BB RIVERBOATS	\$14,750.00	2
BETHANY HOUSE SERVICES INC	\$58,169.10	5
BETHESDA HEALTHCARE INC	\$537,238.72	52
BETHESDA HOSPITAL INC	\$718.00	2
BIG BROTHERS & BIG SISTERS OF	\$16,520.00	4
BOARD OF EDUCATION	\$367,425.10	6
BOYS & GIRLS CLUBS OF GTR CIN	\$20,500.00	2
Brown County General Health Di	\$14,705.00	4
BUSINESS JOURNALS OF OH INC	\$2,213.90	15
Butler County Health Dept	\$59,909.00	3
CARACOLE INC	\$53,102.04	5
CARAHSOFT TECHNOLOGY CORPORATI	\$101,687.06	3
CDW GOVERNMENT, INC.	\$19,622.79	6
CENTER FOR CHEM ADDICT TREATMT	\$92,450.00	4
CENTER FOR RESPITE CARE INC	\$48,390.52	10
CENTERPOINT HEALTH	\$16,605.00	2
CENTRAL RAILROAD CO OF INDIANA	\$1,395.42	1
CHILDRENS HOSP MEDICAL CTR	\$40,237.77	11
CHRISTIAN COMMUNITY HLTH SERV	\$14,700.00	4

Attachment III Exclusions

CHURCHES ACTIVE IN NORTHSIDE	\$17,100.00	4
CINCINNATI NORTHSIDE COMMUNITY	\$25,932.31	2
CINCINNATI PARKS FOUNDATION	\$5,729.48	4
CINCINNATI PUBLIC RADIO INC	\$2,000.00	2
Cincinnati Recreation Foundati	\$500.00	1
CINCINNATI STATE TECHNICAL & C	\$454,388.91	71
CINCY SMILES FOUNDATION	\$123,895.31	19
CINTI AREA SENIOR SERVICES INC	\$34,985.00	4
CINTI BAR ASSOCIATION	\$1,052.04	9
CINTI BELL TELEPHONE	\$1,525.00	1
CINTI BELL TELEPHONE CO	\$1,300,341.66	63
CINTI BELL WIRELESS	\$314,704.60	14
CINTI COURT INDEX PRESS INC	\$29,690.30	35
CINTI FIRE MUSEUM ASSOCIATION	\$36.00	1
CINTI HABITAT FOR HUMANITY	\$65,369.50	5
CINTI HOUSING PARTNERS INC	\$15,611.15	1
CINTI HUMAN RELATIONS COM	\$696,430.24	15
CINTI MUSEUM CTR	\$2,623.00	7
CINTI REDS (THE)	\$6,560.00	4
CINTI UNION BETHEL	\$84,940.00	11
CINTI YOUTH COLLABORATIVE	\$10,112.50	1
CINTI-HAM CTY COMM ACTION AGCY	\$70,261.97	7
CITY OF HAMILTON	\$53,601.09	8
CITY OF MASON	\$461.80	2
City of Middletown	\$10,000.00	1
CITY OF NORWOOD	\$5,300.00	2
CITY OF READING	\$1,001.71	2
CITY OF SPRINGDALE	\$5,250.00	3
CIVIC GARDEN CENTER	\$28,450.87	11
Clermont County General Health	\$47,881.00	3
COALITION FOR A DRUG-FREE GRE	\$5,000.00	2
COLERAIN BOWL INC	\$1,358.50	3
COLLEGE HILL FORUM	\$1,000.00	2
COMMUNITY DEVELOPMENT CORPORAT	\$89,642.89	6
COMPREHENSIVE COMM CHILD CARE	\$31,237.50	2
CONEY ISLAND	\$10,571.85	17
COUNCIL ON CHILD ABUSE OF	\$11,700.00	4
CREATIVE HOUSING SOLUTIONS INC	\$69,375.00	37
CYNTHIA ANN HEINRICH	\$15,176.00	13
DAN BEARD COUNCIL INC	\$10,000.00	2
DANBARRY CINEMAS WESTERN HILLS	\$120.00	1
DOWNTOWN CINTI IMPR DISTRICT	\$2,304,496.89	4
DRESS FOR SUCCESS CINTI	\$21,420.00	4
DUKE ENERGY OHIO INC	\$463,995.61	10
ECONOMICS CENTER FOR EDUCATION	\$49,485.00	2
ELLERBUSCH INSTRUMENT CO	\$3,905.00	1

Attachment III Exclusions

EXCEL DEVELOPMENT CO INC	\$137,196.00	12
FRANCIS B EMSICKE	\$2,400.00	12
FREESTORE/FOODBANK INC	\$60,000.00	4
FUN FACTORY	\$795.50	5
GAMEWORKS LLC	\$156.94	1
GANNETT SATELLITE INFORMATION	\$57,786.81	93
GLAD HOUSE INC	\$15,000.00	4
GR CINTI BUILDING OWNERS	\$350.00	1
GR CINTI NORTH KY AFRICAN AMER	\$147,785.60	13
GR CINTI&NORTHERN KY FILM COMM	\$75,000.00	4
GREAT OAKS INSTITUTE OF	\$5,075.00	3
GREATER CINCINNATI CONVENTION	\$304,116.00	2
GREATER CINCINNATI MICROENTERP	\$13,508.41	2
GREATER CINTI CRIME STOPPERS	\$25,000.00	1
HACH CO	\$561,653.21	230
HAMILTON COUNTY ENGINEER	\$4,696,115.87	157
HAMILTON COUNTY PARK DISTRICT	\$3,584.00	10
HAMILTON COUNTY SPCA	\$30,370.00	12
HEALTH ALLIANCE OF GTR CINTI	\$41,235.87	8
Hearing Speech & Deaf Center o	\$56,108.00	5
HOMESTEADING & URBAN	\$107,480.66	18
HOUSING OPPORTUNITIES MADE	\$32,359.23	5
HYDE PARK MULTI-SERV CTR FOR	\$10,000.00	4
IKRON CORP	\$17,255.00	4
IMANI R FOWLER	\$24,255.00	14
INDEPENDENT LIVING OPTIONS INC	\$15,470.00	4
Ingrid S Sandidge	\$2,250.00	5
INTERFAITH HOSPITALITY NETWORK	\$13,685.00	4
INVEST IN NEIGHBORHOODS INC	\$357,434.10	28
JAMES DAUM	\$78,496.00	25
JOBS FOR CINCINNATI GRADUATES	\$30,337.50	3
JOY OUTDOOR EDUCATION CENTER	\$53,800.00	2
K J GOLICK CO INC	\$44,693.43	22
KEEP CINCINNATI BEAUTIFUL INC	\$982,603.66	63
Kerri Wolpert	\$279.00	3
KINGS ISLAND COMPANY	\$22,947.27	2
KORTERRA INC	\$14,086.41	2
LAUREN KATHERINE THAMANN-RAINE	\$30,189.69	12
Law Enforcement Development Co	\$7,335.76	5
LEGAL AID SOCIETY OF CINTI	\$130,016.81	12
LIGHTHOUSE YOUTH SERVICES INC	\$119,151.18	17
LINCOLN HEIGHTS HEALTH CARE	\$90.00	1
MADISON BOWL INC	\$603.00	3
MADISONVILLE COMMUNITY URBAN R	\$180,500.00	3
MADISONVILLE EDUCATION & ASSIS	\$13,480.00	4
MARQUETTA N MILLER	\$2,625.00	5
MEDICAL CTR FUND OF CINTI INC	\$450.00	1

Attachment III Exclusions

MERCY FRAN SOCIAL MINISTRIES	\$66,112.29	11
MERCY NEIGHBORHOOD MINISTRIES	\$34,990.00	4
Michael J Allison	\$3,750.00	5
MT. WASHINGTON COMMUNITY URBAN	\$43,015.40	3
MTM TECHNOLOGIES (TEXAS) INC	\$175,348.50	18
MUNICIPAL CODE CORP	\$16,738.90	14
Nast Trinity United Methodist	\$1,000.00	1
NATIONAL UNDERGROUND RAILROAD	\$3,359.00	3
NATL FORUM FOR BLACK PUB ADMI	\$400.00	2
NEIGHBORHOOD HLTH CARE INC	\$75,000.00	4
NEWPORT AQUARIUM	\$441.00	3
NORTHERN KY INDP DIST HLTH DPT	\$2,415.60	1
OHIO CRIME PREVENTION ASSOC	\$6,180.00	6
OHIO JUSTICE AND POLICY CENTER	\$15,300.00	2
Ohio State University	\$517,838.60	13
OHIO UTILITIES PROTECTION	\$30,971.61	1
OHIO-KENTUCKY-INDIANA REGIONAL	\$7,125.00	2
OPEN TEXT INC	\$38,011.99	1
OVER THE RHINE CHAMBER OF COMM	\$72,959.13	17
OVER THE RHINE COMMUNITY COUNC	\$976.47	2
OVER THE RHINE COMMUNITY HOUSI	\$384,354.00	37
OVER THE RHINE KITCHEN	\$11,780.00	4
PADDOCK HILLS ASSEMBLY	\$1,000.00	2
PENNSYLVANIA STATE UNIVERSITY	\$1,560.00	1
PEOPLE WORKING COOPERATIVELY	\$637,792.94	4
PETE TRIANTAFILOU INC	\$2,213.00	4
PLANNED PARENTHD CINTI REGION	\$63,629.00	1
PRICE HILL WILL	\$20,000.00	1
PRO SENIORS INC	\$19,600.00	4
REED ELSEVIER INC	\$96,653.24	15
ROBERT A GOERING TREAS HAM CTY	\$120,945.34	6
ROBERT A MCNALLY	\$46,554.64	33
ROSELAWN COMMUNITY COUNCIL	\$1,000.00	2
SANTA MARIA COMMUNITY SERVICES	\$46,850.00	5
SENTINEL POLICE ASSOCIATION	\$300.00	2
SIMPLEXGRINNELL LP	\$321,842.02	113
SKATIN PLACE	\$1,324.00	9
SMARTMONEY COMMUNITY SERV	\$28,652.09	6
Society of St. Vincent de Paul	\$24,870.00	2
SORTA	\$45,046,990.00	15
SPORTS PLUS CINTI INC	\$742.00	1
St. Francis Seraph Church	\$8,000.00	3
STARFIRE COUNCIL OF GREATER CI	\$12,850.00	3
STATE OF OHIO	\$66,446.02	89
Strategies To End Homelessness	\$3,180,230.96	55
SUBSTANCE ABUSE MGMT	\$6,600.00	1
SUNROCK FARM INC	\$1,321.00	2

Attachment III Exclusions

SWS ENVIRONMENTAL SERVICE INC	\$811,139.42	28
SYCAMORE NETWORKS INC	\$5,730.00	1
Talbert Services Inc.	\$199,762.58	31
TENDER MERCIES INC	\$100,603.50	14
THE CENTER FOR CLOSING THE HEA	\$202,509.47	11
THE CROSSROADS CENTER	\$67,830.00	4
THOMAS J MOXLEY	\$2,250.00	5
THOMSON-WEST	\$21,036.06	21
TREASURER STATE OF OHIO	\$5,400,404.73	72
U S POSTAL SERVICE	\$3,476.00	4
UMADAOP OF CINCINNATI INC	\$2,385.00	2
UNISYS CORP	\$145,000.00	1
UNITED WAY OF GREATER CINTI	\$88,420.57	8
UNIVERSITY HOSPITAL INC	\$50,486.53	5
UNIVERSITY OF CINCINNATI	\$532,284.44	45
UNIVERSITY OF NORTH FLORIDA TR	\$13,515.00	2
URBAN APPALACHIAN COUNCIL	\$82,435.00	18
URBAN LEAGUE OF GREATER CINTI	\$132,074.19	10
Victoria Wells Wulsin	\$119,075.37	6
WESTERN BOWL	\$630.00	1
WESTWOOD COMMUNITY URBAN RE-DE	\$19,660.00	4
WESTWOOD COMMUNITY URBAN REDEV	\$176,401.44	9
WINTON PLACE YOUTH COMMITTEE	\$28,720.00	6
WOMEN HELPING WOMEN	\$187,292.79	13
WORKING IN NEIGHBORHOODS	\$140,161.94	11
XAVIER UNIVERSITY	\$213,391.33	22
YMCA OF GREATER CINTI	\$500.00	1
YORK VALUATION	\$146,850.00	17
YWCA OF GREATER CINTI	\$121,143.82	13
ZOOLOGICAL SOCIETY OF CINTI	\$946,067.23	16



APPENDIX A OPEN CINCINNATI RECOMMENDATIONS





OPEN Cincinnati Final Report



1. Increase Focus and Accountability in SBE Programming

Create External Oversight



Findings	Recommendations	Expected Outcomes	By Whom	Time	Budget Impact
 No formal process for evaluating the effectiveness of the SBE program or for making changes to the program as may be necessary. 	1. Create a SBE Leadership Committee, appointed by the Mayor and confirmed by Council. The group will report to the Mayor. This group will evaluate program effectiveness annually, regularly monitor program performance, make recommendations for improvements. The output from this group will be presented to the Mayor and City Council. Recommended 5-7 individuals with the knowledge and experience to objectively oversee the SBE program.	Provides objective and independent group to maintain a focus on the SBE and provide an additional level of administrative accountability.	Mayor, City Council	2 weeks	None


Increase Management Accountability

Findings	Recommendations	Expected Outcomes	By Whom	Time	Budget Impact
 SBE Office of Contract Compliance does not have the management decision authority needed to properly enforce SBE compliance. 	2. Provide OCC authority (via process and contract award approval policy) to enforce SBE compliance.	Enforcement authority will improve adherence to the SBE objectives and improve SBE performance across departments.	City Manager, Purchasing Manager, OCC	2 weeks	None

Findings	Recommendations	Expected Outcomes	By Whom	Time	Budget Impact
 Management accountability appeared to be limited. 	3. Include SBE program "effectiveness" (i.e. outreach, reporting, etc.) in annual evaluations for OCC staff, Purchasing Division staff, senior management, Assistant City Manager, and City Manager. 4. Include SBE Goal "achievement" as part of City department manager's performance evaluation.	Increases attention to and accountability for the effectiveness and performance of the SBE program. It also contributes to a common focus on the program across departments.	City Manager	90 days	Minimal

Improve Reporting

Findings	Recommendations	Expected Outcomes	By Whom	Time	Budget Impact
 SBE performance reporting to senior leadership is limited to annual frequency which is too late to take corrective action. 	5. Require quarterly reporting of SBE results, in addition to the existing annual reporting. Reports should be submitted to the Mayor, City Manager, Council and the new SBE oversight committee.	More frequent reports will provide information for evaluation of the SBE program's effectiveness and more timely recommendations for improving results if necessary.	OCC	Immediate	None

Findings	Recommendations	Expected Outcomes	By Whom	Time	Budget Impact
 No monitoring tool to report and share SBE performance with the Mayor, City Council, City Manager and the public.	6. Develop an SBE Scorecard to monitor and track the key elements of SBE participation. The scorecard should at a minimum include: City department name, point of contact, total planned SBE, MBE, WBE, etc contracting, estimated dollars to be contracted, actual performance, actual % based on total dollars spent and planned goal, and other criteria based on the implementation plan.	Improved monitoring, enforcement and communication of SBE performance.	OCC	90 days	None

Start Implementation:  = Short-term (0 – 90 days)  = Mid-term (90 days – 1 year)  = Long-term (1 year or longer)  = High Impact

OPEN Cincinnati Final Report

Findings	Recommendations	Expected Outcomes	By Whom	Time	Budget Impact
SBE performance is currently calculated using the "Total City Spend" within Hamilton County only and does not include outside of the county.	7. Measure SBE performance as a percentage of all City spending done through the Purchasing Division without regard to geography.	Will create greater accuracy and more meaningful results in reporting SBE performance. Will also gain economic impact created by more focus on SBE local spending as a percent of total spending.	OCC	Immediate	None

2. Improve Procurement Environment Within City Administration

Provide Visible Leadership

Findings	Recommendations	Expected Outcomes	By Whom	Time	Budget Impact
No written SBE Policy Statement regarding commitment to SBEs.	8. Develop a clear SBE utilization Policy Statement for all City staff, signed by the City Manager, and posted publicly. (i.e. "We support the utilization of small businesses including businesses owned and operated by minorities and women.")	Visible leadership support of the SBE program influences the environment and impacts individual behavior.	City Manager	2 weeks	None





Improve Clarity of SBE Program

Findings	Recommendations	Expected Outcomes	By Whom	Time	Budget Impact
There is inconsistent knowledge of the SBE program among senior leadership, procurement and other departments.	9. Participation in SBE training at least annually by senior administrative staff (department heads, assistant City managers, etc.), purchasing division staff, and end users. Training should include: Review of policy statement, SBE guidelines, definitions, goal setting methods, bidder requirements, good faith efforts, overview of purchasing process, SBE reporting requirements, current SBE goals and achievements, SBE directory and other resources available.	Increased understanding of the SBE program process, goals and expectations will improve clarity and establish the role of individual behavior.	OCC	30 days	Minimal

3. Increase Real Opportunity For All Types of SBEs

Improve Goal Setting

Findings	Recommendations	Expected Outcomes	By Whom	Time	Budget Impact
"Flat" methodology for developing SBE utilization goals by City departments.	10. Create a methodology for developing SBE utilization goals by department.	Improved goal planning will increase the ability to achieve goals. Planning also improves the ability to monitor and enforce compliance.	OCC, Purchasing	90 days	None
Findings	Recommendations	Expected Outcomes	By Whom	Time	Budget Impact
No formal process for reviewing and approving budgets relevant to SBE goal planning.	11. Include SBE utilization planning, goal methodology and how the various departments will meet the SBE goal as part of the budget review process for all departments.	Improved and expanded SBE goal planning provides a means to proactively monitor goals. Improved SBE goal performance.	City Manager, Purchasing, OCC	6 months	None

Start Implementation:  = Short-term (0 – 90 days)  = Mid-term (90 days – 1 year)  = Long-term (1 year or longer)  = High Impact





OPEN Cincinnati Final Report

Communicate Better Information



Findings	Recommendations	Expected Outcomes	By Whom	Time	Budget Impact
Small Business utilization plans are evaluated after proposal submittal but does not require a breakout of the "categories" of SBE utilization, specific NAICS code to be purchased, etc.	12. Require a breakout of the categories (including Women Owned Business, Minority Owned Business), and other categories deemed important for statistical tracking) being utilized. The breakout should also include total dollars to be sub-contracted and specific commodity/service codes being purchased.	Improved SBE utilization by all categories of SBEs. This recommendation will also improve monitoring and add to the quality of statistical data available to the City.	OCC	6 months	None
Limited procurement planning or procurement forecasting.	13. Develop an annual procurement planning process and procurement forecast. Post procurement forecast publically so SBEs understand the upcoming procurement needs and can plan accordingly. Output should identify specific products/services needed by the City that includes: anticipated projected purchase date, estimated dollar value, and an appropriate departmental end user.	Improved communication of City procurement opportunities.	Purchasing, OCC	6 months	None

Improve & Innovate Program Elements

SBE Subcontracting Plan is only required for construction procurement.	14. Require SBE Subcontract utilization plans from prime contractors for all procurements over \$100,000 including city wide agreements.	Increased SBE participation in sub-contracting.	OCC, Purchasing	90 days	None
Perception of limited value in becoming a certified SBE. Current SBE focused procurement policy does not encourage meaningful smaller SBE participation.	15. Maintain the requirement for contracts of \$5,000 and under for SBEs only (CMC 321-11); however, change CMC 321-13 to include contracts over \$5,000 but not greater than \$50,000, and require that a SBE be contracted subject to the following: at least two but not more than three phone quotes shall be first obtained from SBEs only in the commodity code; and, in the case that only one SBE is available in the commodity code or submits a quote, then that SBE will be contracted through a negotiated pricing process. Unable to fulfill this, quotes from non-SBEs will be obtained.	Increased SBE participation, improved SBE goal performance and increase in the value of certification.	City Manager	30 days	None
Professional Services are not subject to competitive bidding procedures or to SBE procedures (bid preferences, notifications, etc.) as for Construction, Services, and Supplies found in CMC Sections 321-11, 321-13, and 321-15.	16. Make Professional Services subject to the same requirements as Construction, Services, and Supplies as found in CMC Sections 321-11, 321-13, and 321-15.	Increased SBE participation in Professional Services.	City Manager	90 days	None







Start Implementation:  = Short-term (0 – 90 days)  = Mid-term (90 days – 1 year)  = Long-term (1 year or longer)  = High Impact


OPEN Cincinnati Final Report

	Findings	Recommendations	Expected Outcomes	By Whom	Time	Budget Impact
 	City consistently missing SBE spending goals.	17. Develop and implement programs to more directly gain small business participation, for example: <ul style="list-style-type: none"> • Small Contract Rotation Program for contracts under \$50,000 • Joint Venture/Partnership Program (Atlanta model) • Also explore a local buy initiative to incent City spending with locally based businesses. Leverage design elements from other successful programs. (see appendix D for details)	Specifically and certainly increases opportunities for certified SBEs.	OCC	120 days	Moderate

4. Advance Outreach Effectiveness For Minority Owned Business

Enhance Capacity for Compliance Activity

 	Findings Limited on-going outreach to SBEs outside of large construction projects. Perception is the City is not open to do business with SBEs.	Recommendations 18. Office of Contract Compliance creates annual outreach plan including elements like: # of sessions, venues, topics, event promotional efforts, goals for events, etc.	Expected Outcomes Increase in SBE certification and proactive participation in City procurement opportunities.	OCC	90 days	Minimal
	Findings Limited SBE compliance reviews conducted by OCC to ensure enforcement with SBE subcontracting requirements.	Recommendations 19. Conduct additional random Compliance Reviews of SBE participation by non-SBEs per individual contract.	Expected Outcomes Improved SBE monitoring and enforcement leading to improved SBE goal achievement.	OCC	6 months	Minimal to moderate
	Findings Limited proactive sharing of information related to contracting opportunities.	Recommendations 20. Develop a method of consistently sharing information to SBEs about future business opportunities.	Expected Outcomes Increased awareness of opportunity leading to an increase in SBE contracting.	Purchasing	90 days	Minimal
 	Findings Office of Contract Compliance does not have the capacity to conduct adequate compliance activities.	Recommendations 21. Review and adjust staffing model in the Office of Contract Compliance.	Expected Outcomes Improved contract compliance monitoring and enforcement.	City Manager	6 months	Moderate

Start Implementation:  = Short-term (0 – 90 days)  = Mid-term (90 days – 1 year)  = Long-term (1 year or longer)  = High Impact

OPEN Cincinnati Final Report

Partner with Community Groups

Findings	Recommendations	Expected Outcomes	By Whom	Time	Budget Impact
Limited direct business assistance to guide and direct SBEs through City procurement process.	22. Increase OCC outreach capacity by developing formal relationships with a cross section of local business/economic development partners to provide support services including focused outreach, training, education, contract support and business assistance.	Increase capacity of Office of Contract Compliance to perform effective outreach. Increase readiness and participation of SBEs.	OCC	90 days	None

5. Demonstrate City Leadership Commitment Immediately





Findings	Recommendations	Expected Outcomes	By Whom	Time	Budget Impact
City has a lack of community credibility as it relates to SBE spending performance in general and spending with firms owned by minorities specifically. To gain community support the City will need to demonstrate a higher level of commitment immediately.	23. Implement a "kick-start" process for SBE spending. Key components of the process include: <ul style="list-style-type: none"> Develop a "portfolio" of near term (30 - 180 days) contractual/business opportunities with the City Assign a proven project manager to focus on inclusion in the "Portfolio of Opportunity" Apply key elements of inclusion including: visible leadership commitment, goal setting, effective outreach and tracking/monitoring performance. (see appendix E for details)	Immediate increase in SBE spending including increases in spending with firms owned by minorities.	Mayor, Council -via City Manager	Immediate	Minimal

6. Miscellaneous

Findings	Recommendations	Expected Outcomes	By Whom	Time	Budget Impact
Current SBE guidelines do not clearly define "personal net worth" requirements.	24. Rewrite SBE definition to clarify the "personal net worth" requirements and clarify various methods applicants can share personal financial data without leaving the information with the City.	Improved understanding of SBE eligibility requirements. Lower concerns about sharing personal financial information.	OCC	Immediate	None

Findings	Recommendations	Expected Outcomes	By Whom	Time	Budget Impact
Limited capacity to process SBE certification.	25. Work on a collaborative/reciprocal certification agreement with existing community resources potentially including the State of Ohio, NMSDC affiliate and WBENC.	A streamlined process for both SBE certification applicants and OCC staff. Reciprocal agreements will also ease the burden of any increase in SBE certification.	OCC	90 days	Minimal

Findings	Recommendations	Expected Outcomes	By Whom	Time	Budget Impact
Technology infrastructure does not adequately support the current data collection, monitoring, and reporting needs of the SBE program.	26. Enhance automation, training and system connectivity of purchasing, compliance and reporting systems. 27. Update existing technology so all SBE utilization data can be captured. Understand the data needs of Office of Contract Compliance including SBE and prevailing wage activities.	Improved monitoring with less manual effort. Improved reporting and feedback to the Mayor, City Council, City Manager and the public. Will also lower the long overall cost of monitoring and reporting on the progress.	City Manager, Purchasing, IT	1 year or more	Moderate to significant

Start Implementation:  = Short-term (0 - 90 days)  = Mid-term (90 days - 1 year)  = Long-term (1 year or longer)  = High Impact

APPENDIX B MSD SBE NUMBERS



City of Cincinnati SBE Report - Actual Dollars Spent - Department 400 Sewers
Between 1/1/2012 and 12/31/2012

SBE Spend in Hamilton County				
Category	SBE Spend	Non-SBE Spend	All Spend	% SBE Spend
Construction	\$4,871,815	\$17,087,341	\$21,959,156	22.2%
Prof Services	\$4,856,303	\$31,530,754	\$36,387,057	13.3%
Supplies/Services	\$1,531,574	\$8,234,991	\$9,766,565	15.7%
GRAND TOTAL	\$11,259,692	\$56,853,086	\$68,112,778	16.5%

SBE Spend in Cincinnati				
Category	SBE Spend	Non-SBE Spend	All Spend	% SBE Spend
Construction	\$4,643,971	\$4,291,200	\$8,935,171	52.0%
Prof Services	\$2,751,593	\$7,852,622	\$10,604,215	25.9%
Supplies/Services	\$1,470,969	\$3,909,645	\$5,380,614	27.3%
GRAND TOTAL	\$8,866,533	\$16,053,467	\$24,920,000	35.6%

SBE Spend Regardless of Location				
Category	SBE Spend	Non-SBE Spend	All Spend	% SBE Spend
Construction *	\$8,411,152	\$33,992,612	\$42,403,764	19.8%
Prof Services **	\$12,314,563	\$44,305,617	\$56,620,180	21.7%
Supplies/Services	\$1,841,601	\$21,528,228	\$23,369,830	7.9%
GRAND TOTAL	\$22,567,317	\$99,826,457	\$122,393,774	18.4%

* Construction contractors paid MSDGC registered SBE subcontractors \$ 2,053,753 in 2012 (amount has been included in SBE Spend.)

** Professional Services contractors paid MSDGC registered SBE subconsultants \$ 3,276,791 in 2012 (amount has been included in SBE Spend.)

SBE spend includes MSDGC registered SBE companies not in the City of Cincinnati SBE Program who were Prime contractors.

MSDGC does not have the ability to report according to location. Therefore, all Prime and SBE subcontractors spend was added to the *SBE Spend Regardless of Location* section of report.

APPENDIX C THE BANKS PROJECT





THIS IS 2012: THE BANKS PROJECT YEAR IN REVIEW

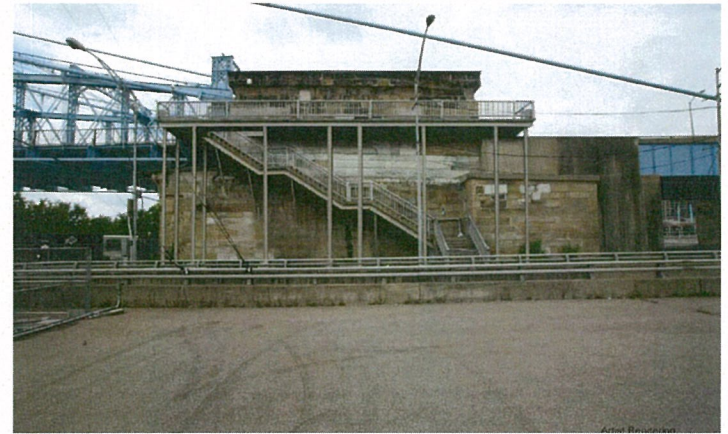
This is 2012: The Banks Project Year in Review

The year concluded with on-time, within budget progress on all public parties work. The developer achieved 100% occupancy of residential units and reached 94% commercial space leased by year-end, celebrated by several dining and entertainment openings, with more planned. Cincinnati Parks achieved several project milestones in Smale Riverfront Park development.

PUBLIC PARTIES CONSTRUCTION

Public Parties construction in 2012 included design, construction, installation, testing and activation of public safety technologies throughout the intermodal transit and parking facility.

The Public Parties awarded a trade contract for Pete Rose Way pedestrian bridge and walkway reconstruction, River Walk, and Roebling Bridge approach.





DEVELOPER

The developer, Carter and The Dawson Co., achieved 100% residential occupancy at Current At The Banks.

Commercial space was 94% leased by year's end.

CRAVE, Toby Keith's, Tin Roof, Mahogany's, Ruth's Chris opened their doors in 2012.

Yard House began construction, while **Holy Grail** and **Johnny Rocket's** celebrated anniversaries.

Economic Impact Study by UC Center for Economic Studies estimated \$293.7 million one-time economic impact of a completed Phase 1, and annual impact of \$91.6 million.





ECONOMIC INCLUSION

The Banks public construction maintained 35.8% Small Business Enterprise (SBE) participation (vs. 30% goal).

All five Disadvantaged Business Enterprise (DBE) bid packages exceeded ODOT's DBE goals.

For professional services contracts, The Banks Project achieved 12.8% SBE participation (vs. 10% goal).

Combined minority and female workforce participation based on hours worked was 17.38% (vs. 22% goal).

TC-29 (DBE goal of 6%) was awarded to Prus Construction, who committed to achieve 16.9% DBE participation.

At year's end, the monitoring and reporting of inclusion activity transitioned from an inclusion consultant to in-house implementation.

SAFETY

Continuing The Banks Project record of over 400,000 hours without a lost-time accident, Trade Contract 28 (public safety technologies) reported no lost time accidents in 2012 for the duration of the contract.

BUDGET

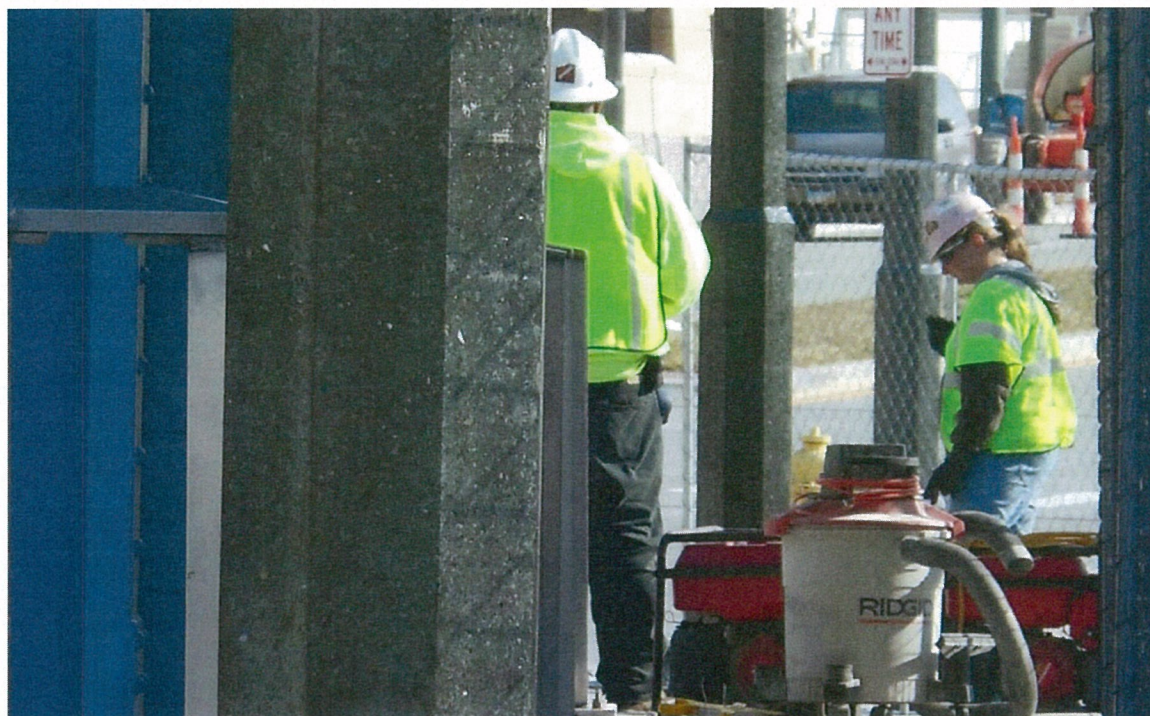
The project remained within budget throughout 2012.

Phase 1 budget expended grew from 90.12% in January 2012 to 96.80% by end of December.

Phase 2a budget expended increased from 29.75% in January to 78.18% expended by the end of December.

SCHEDULE

All Public Parties work remained on schedule throughout the year.







PARKS

In May, a grand opening event celebrated **Smale Riverfront Park** with its several features: Walnut Street Fountain and Stair; Event Lawn, Black Brigade Memorial and Tree Grove, Labyrinth, Bike Center, and interactive water features.

The **Moerlein Lager House** at the east end of the Event Lawn opened to the public.

Smale Riverfront Park design as recognized as an honor award winner (projects over \$1 million) by Ohio Parks and Recreation Association.



COMMUNICATIONS

Overall, The Banks Project continued to leverage public information and media relations to raise awareness of the Public Parties—and the Developer's—role in redeveloping the front door of Cincinnati and the region.

The Banks Public Partnership website www.thebankspublicpartnership.com received a total of 6,997 combined visits for an average of 583 per month.

A total of 5,221 unique visitors, an average of 435 per month.

Average of 2.75 minutes spent on the site per visit.

A total of 235 broadcast and online mentions of The Banks Project in 2012; most resulting from one news release and six media alerts published in 2012.

Five public presentations were made, including Transfer of Artifacts from the archaeological investigation to the Cincinnati Museum Center; The Kentucky Chapter of the American Planning Association, and the Cincinnati/Hamilton County DBE supplier outreach session, in addition to regular updates to Hamilton County Commission, Cincinnati City Council's Strategic Growth Committee, and to the Joint Banks Steering Committee.

In the last six months of 2012, followers of **@IBackTheBanks**, the Project's Twitter handle, grew from 252 to 416. The Project follows 251, and tweeted 189 times. **@IBackTheBanks** earned a spot on 11 Twitter subscription lists, deemed to be important accounts to follow related to specific categories.



Added a mobile landing page to connect visitors via their mobile devices to parking, to tenants and to neighbors of The Banks.

Added online parking directions for each entrance of The Banks central riverfront garage.

Submitted an application for an Excellence Award in the Implementation category for Central Riverfront Redevelopment Plan to the American Planning Association.

Received Engineering News Record's award of merit for Best Projects 2012 in the landscape/hardscape/urban redevelopment category.



WHAT'S NEXT

In 2013, the Public Parties plan to put out for bid a portion of Bid Package #12, construction of River Walk.

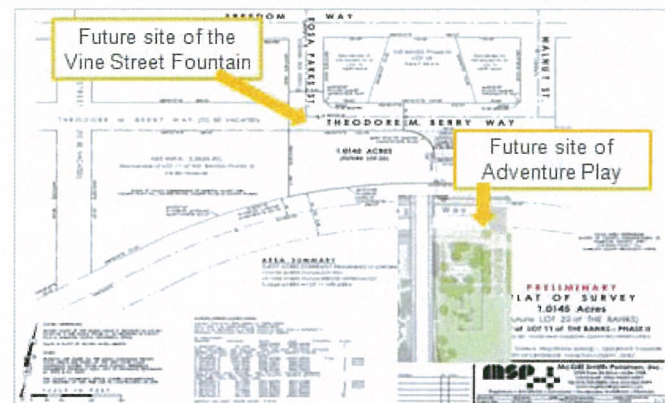
Public Parties, in conjunction with the Developer, will continue plans for the next phase of mixed use development west of Race Street.

The Developer and the Public Parties continue to work on securing office building tenants and a hotel operator.

The Developer's efforts will continue toward filling remaining commercial space in phase 1.

Smale Riverfront Park will continue its development, as Cincinnati Parks continues design development and fundraising for future phases that include **Adventure Play** area, Vine Street Plaza, fountains and a carousel west of the Roebling Bridge. Park construction will continue in 2013 south of Mehring Way and east of the Roebling Bridge.

The entire City/County team working on The Banks Project continued to communicate and collaborate at an unprecedented level, ensuring that on-time, on-strategy and within budget performance continues as this Project's hallmark in 2013.



John F. Deatrick
The Banks Project Executive
(513) 946-4434
www.thebankspublicpartnership.com

Updated 2/26/13

APPENDIX D DEPARTMENT'S SBE SPEND



City of Cincinnati Small Business Enterprise Program
Performance for Hamilton County Spend

Period:	Jan 2012-Dec. 2012													
			Construction			Professional Services			Supplies/Services			Total		
	Department #	Department	SBE Spend	Total Spend	SBE %	SBE Spend	Total Spend	SBE %	SBE Spend	Total Spend	SBE %	SBE Spend	Total Spend	SBE %
	090	ETS	\$6,218	\$27,116	22.9%	\$21,062	\$1,718,911	1.2%	\$152,289	\$1,384,436	11.0%	\$179,569	\$3,130,463	5.7%
	100	City Manager	\$669,172	\$11,504,328	5.8%	\$328,527	\$1,096,008	30.0%	\$80,191	\$1,735,876	4.6%	\$1,077,890	\$14,336,212	7.5%
	110	Law	\$0	\$1	0.0%	\$28,678	\$144,060	19.9%	\$531	\$36,047	1.5%	\$29,209	\$180,108	16.2%
	120	Human Resources	\$0	\$1	0.0%	\$5,992	\$28,084	21.3%	\$548	\$13,758	4.0%	\$6,540	\$41,843	15.6%
	130	Finance	\$0	\$1	0.0%	\$13,706	\$225,523	6.1%	\$182,096	\$3,388,346	5.4%	\$195,802	\$3,613,870	5.4%
	160	Community development	\$4,843,336	\$15,709,239	30.8%	\$427,485	\$652,368	65.5%	\$95,803	\$157,736	60.7%	\$5,366,624	\$16,519,343	32.5%
	170	Planning & Buildings	\$0	\$1	0.0%	\$49,275	\$619,835	7.9%	\$50,904	\$89,627	56.8%	\$100,179	\$709,463	14.1%
	180	Citizen Complaint & Internal Audit	\$0	\$0	0.0%	\$0	\$1	0.0%	\$5,028	\$6,809	73.8%	\$5,028	\$6,810	73.8%
	190	Recreation	\$1,420,806	\$6,301,942	22.5%	\$57,981	\$432,087	13.4%	\$320,333	\$1,342,670	23.9%	\$1,799,120	\$8,076,699	22.3%
	200	Parks	\$5,204,268	\$9,460,592	55.0%	\$478,209	\$2,376,116	20.1%	\$168,586	\$1,083,691	15.6%	\$5,851,063	\$12,920,399	45.3%
	220	Police	\$8,894	\$13,735	64.8%	\$252,210	\$428,596	58.8%	\$405,331	\$3,216,868	12.6%	\$666,435	\$3,659,199	18.2%
	224 & 270	Fire	\$0	\$1	0.0%	\$134,210	\$486,918	27.6%	\$218,343	\$859,360	25.4%	\$352,553	\$1,346,279	26.2%
	230	Transportation & Engineering	\$8,396,283	\$27,624,687	30.4%	\$121,923	\$6,559,131	1.9%	\$71,114	\$293,793	24.2%	\$8,589,320	\$34,477,611	24.9%
	250	Public Services	\$1,870,616	\$6,735,719	27.8%	\$67,532	\$2,283,709	3.0%	\$292,598	\$15,313,326	1.9%	\$2,230,746	\$24,332,754	9.2%
	260	Health	\$9,050	\$37,496	24.1%	\$298,211	\$1,226,331	24.3%	\$319,820	\$1,877,753	17.0%	\$627,081	\$3,141,580	20.0%
	300	Water Works	\$10,326,167	\$33,358,464	31.0%	\$527,307	\$2,444,006	21.6%	\$887,816	\$8,453,771	10.5%	\$11,741,290	\$44,256,241	26.5%
	400	MSD	\$4,871,815	\$21,959,156	22.2%	\$4,856,303	\$36,387,057	13.3%	\$1,531,574	\$9,766,565	15.7%	\$11,259,692	\$68,112,778	16.5%
												\$0	\$0	
	240**	Enterprise Services	\$389,798	\$1,170,842	33.3%	\$1,045,872	\$8,261,051	12.7%	\$17,505	\$614,210	2.9%	\$1,453,175	\$10,046,103	14.5%